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FILE *04M*

Colonel White

While this may seem elemental, it is  
suggested as a format for discussion.

SIGNED R. L. BANNERMAN

R. L. Bannerman  
29 JAN 1970

DD/S:RLB:maq (29 Jan 70)

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Orig - ExDir W/O DD/S 70-0375 --by hand Mr. Bannerman

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DD/S 70-0375: Memo dtd 29 for ExDir fr R. L. Bannerman,  
subj: CIA - Vital Intelligence Functions

DD/S 70-0375

29 JAN 1979

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : CIA - Vital Intelligence Functions

1. In reference to the luncheon with the Director on 23 January I offer the following suggestions as to how to approach the budgetary and manpower restrictions in the next few years.

2. The Agency has never had to define its basic mission and essential functions and cost related thereto. Funds and manpower have always been available to do that which we thought was necessary for our program. Our program today represents all forms of collection, production and support that have evolved, developed and been assumed by the Agency over the recent years. The manpower and funding allocations have all come from the same pot and each activity has essentially equal status and all are in competition with each other. There has been no sharp distinction between that which is essential and that which is desirable but not essential. We are now faced in the next several years with very serious cut backs and limitations in both funds and manpower and we should so define that which is essential as against the non-essential.

3. I suggest we approach this problem on the Agency hardcore concept in the following manner.

a. Define the product and service the Agency should always provide as its basic function regardless of the economic climate.

b. Establish in general terms a yardstick to define essential functions, stressing continuity, basic elements and direct identification with the mission.

c. Each Directorate and independent office to review and identify its functions against the above criteria.

d. The level of activities would be established by agreement as to the size of the essential organizations and program.

e. The current budget process need not be changed. The manpower, funds and assets for the essential organization could be identified and costed at estimated levels without the need for separate budgeting or supporting details.

f. Identified essential functions would be guaranteed in the budget process. All programs outside of the essential functions would be in competition with each other but never with the essential program.

g. All current activities falling outside of the essential program would be subject to qualification, reduction or elimination as reductions in manpower and funds demand. Each independent office and Directorate should be able to make substantial reductions in current activities and still be able to continue its essential functions.

h. The essential functions of the Agency as identified will generally remain the same, but the means by which they are conducted will change. As new means develop and are accepted as essential they should be incorporated but as a rule they should replace a previous means that has become obsolete.

SIGNED R. L. Bannerman

R. L. Bannerman  
Deputy Director  
for Support

DD/S:RLB:llc (29 January 1970)

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